



## **FACULTY OF MANAGEMENT AND ADMINISTRATION**

**COURSE TITLE:** Introduction to Management: MMS103  
Parallel Programme Harare.

**LECTURER:** MR A. M GUMBO

**TIME:** 3 HOURS

---

### ***INSTRUCTIONS***

Answer **all** questions in Section A and answer **any two essay** questions from Section B

---

The marks allocated to **each** question are shown at the end of each question.

---

Credit will be given for logical, systematic and neat presentations.

---

**Section A: Answer all questions in this section.**

1. What challenge faced and still faces business and industrial Management which motivates scholars to research more into the management discipline?[1]
2. R. Katz in his article “Skills of the effective administrator” identified three important skills for managers. Name these three skills.. [3]
3. Name any three methods of increasing productivity by workers suggested by Frederick W. Taylor. [3]
4. Elton Mayo and his associates at the Hawthorne plant experimented with workers and productivity. What was the general conclusion from these experiments? [2]
5. What do we call the system of organization characterized by rigid rules and regulations, hierarchy, division of labour and clearly set-out procedures? [1]
6. After researching on the job of a manager, H.Mintzberg came up with his own theory on what managers actually do in their jobs under three characteristic roles and 10 sub-roles. List the roles and their sub-roles appropriately. [3]
7. Why is the “rational” decision-making model not commonly used by managers today? [2]
8. Name the four summary pillars of business excellence as espoused by Peters and Waterman in their book “In search of excellence”. [2]
9. What is the most significant difference between “strategic” and “operational” plans in management? [2]
10. Why is it that in Africa and the rest of the developing world most people are still motivated by Money? [2]
11. Name and give an example of two Hygiene and two motivational factors covered in Herzberg’s theory of motivation.? [4]
12. What are the three most common types of leadership styles covered in your course? [2]
13. Of the three styles above what effect is each likely to have on the productivity of the followers/subordinates?. [3]
14. When setting objectives for Management by Objectives, we use the SMART criteria to evaluate them. What does this acronym mean? [3]

15. State one advantage and one disadvantage each for Decentralised and Centralised management systems . [4]
16. Give a clear definition of “Delegation” to show what it is all about. [2]
17. The Blake and Mouton managerial grid analyses a manager’s style with reference to two criteria. Which two criteria are these? [2]
18. Define the term “Accountability” as used in management. [2]
19.  $1+1=3$ . What is this concept called in Management? [1]
20. What is the major difference between “ programmed” and “ non-programmed” decisions in management? [1]
21. Which theory under the Human Relations school assumes that employees have little ambition, they tend to avoid responsibility and prefer to be directed rather than exercise own initiative?. [1]
22. What is the slogan that summarises the objective of Total Quality Management? [1]
23. Appropriate organizational structures in Management can be chosen after considering at least three factors. Which factors are these? [3]

**Section B: Choose and answer any TWO essay questions from below.**

1. Discuss the classical functions and activities falling under each of them as a representation of what managers do. What has been the major criticism of this approach to what managers actually do? [25]
2. Why is “delegation” important in Management? If the delegation has to achieve best results, how should it be conducted? [25]
3. What are the significant differences between “management” and “ leadership”? Which should be a part of which and why? [25]
4. Managers need “power” to be able to do their job effectively. Discuss the various sources of power available to managers showing which are effective and which are less so. [25]

~ END~